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PANORAMA

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GOVERNMENT DOCUMENTS

* ANNUAL REPORT ISSUE *

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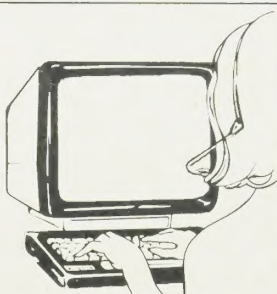
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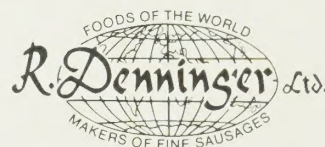
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PANORAMA

FOR THE HAMILTON-WENTWORTH BUSINESS AND PROFESSIONAL COMMUNITY

VOLUME 11, NUMBER 2

• INSIDE THIS ISSUE •

- ★ IF YOU ARE IN BUSINESS YOU HAD BETTER "ADAPT" OR "DIE".
- ★ IF YOUR EMPLOYEES SPEAK BETTER ENGLISH, THE PRODUCTIVITY OF YOUR BUSINESS COULD IMPROVE.
- ★ A PROFILE OF YOUR FINANCE AND TAXATION COMMITTEE. WHAT IS IT? WHAT DOES IT DO?
- ★ YOUR FELLOW CHAMBER MEMBERS MAKING NEWS.
- ★ "COMING EVENTS" FOR CHAMBER MEMBERS.
- ★ THE ECONOMY.

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THERE IS NO EASY PLAN — NO SIMPLE ANSWER

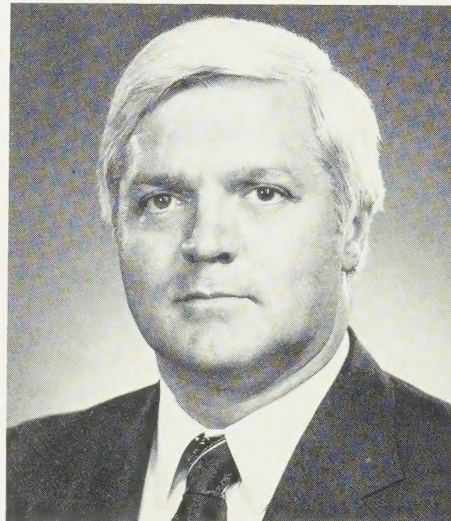
BUT YOU HAD BETTER ADAPT OR DIE

E. B. PRIESTNER, EXECUTIVE VICE PRESIDENT — OPERATIONS
WESTINGHOUSE CANADA INC.

In stating my case about the future of manufacturing in Canada, I'd like to use Westinghouse as a role model. Using it as a model, perhaps I can then give you my impression of the path a manufacturer must take to survive in our ever-changing world.

First of all, we've been here a long time. George Westinghouse established the Canadian company in Hamilton in the year 1903, so, for over 80 years it has served the utility, consumer, construction and industrial segments of the Canadian market. It has been profitable in every year except 1961, so I won't be talking about a 'basket-case' role model.

For the first 50 years, the Company operated very successfully as a branch plant producing products strictly for the Canadian market — and Why not?



- a mature product portfolio;
- a saturated domestic market;
- slow growth;
- poor earnings record;
- shrinking technology base;
- poor productivity performance.

All of this at a time when new competitors from Germany, Japan, France and the U.K. had improved market access to Canada — with better prices and technology.

Sounds terrible, doesn't it? Well, it was — and there were only two answers to the problem:

- Lie down and die
or
- come out swinging — and fight for survival.

We elected to do the latter, and we've adopted a strategy that we think will cope with a future that must:

- focus on exports;
- improve both productivity and quality;
- introduce new technology into our portfolio;
- hold our position in the domestic market.

So far our strategy is working well. In the early 70's we were exporting something like 8% of our manufactured product. We're now approaching 40% and shooting for 50%. Two of the major Westinghouse plants in this area are leading the pack in our new export strategy. Our gas turbine business, headquartered in Hamilton, now exports well over \$100 Million of product each year all around the world. Our Electronics Display Plant in Burlington sells video display terminals to 120 different airlines in 75 different countries. None of this activity would have existed had we not deliberately altered our strategic plan.

That's enough about Westinghouse. I've

***"... NO ONE SEEMED TOO CONCERNED
BECAUSE RESOURCE RICH CANADA WAS
PROVIDING A HUNGRY WORLD WITH EVERYTHING
IT COULD MINE, PUMP OR CUT DOWN."***

* That market was growing — we were walled in by high tariffs

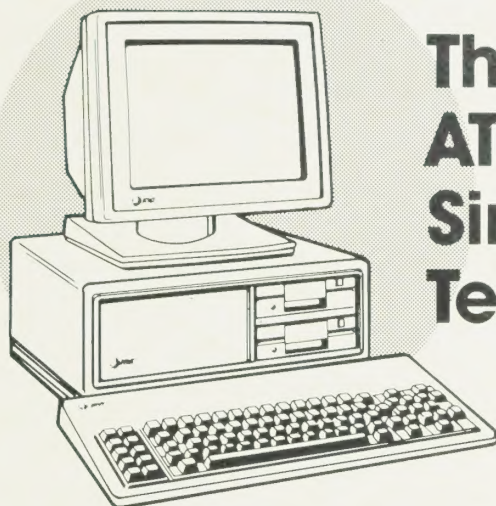
* And we earned more than our parent during that period.

The Company lived in this world along with the rest of our industry up to the early 1950's when freer trade movements started to crumble the tariff walls — and our earnings started to crumble right along with them. Our problem then was short-sightedness — we really didn't have a strategy to cope with this change. So the industry survived by pruning product losers — and, since the market need was still there,

imports grew by leaps and bounds creating an enormous trade deficit in manufactured goods. But no one seemed too concerned because resource-rich Canada was providing a hungry world with everything it could mine, pump or cut down.

It wasn't until the mid-70's that Westinghouse and its competitors started to look at the electrical industry in strategic terms. So what happened — we concluded that, while all of us had been playing the *old* game — a *new* game had been developing around us internationally.

The industry was left with:



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used it as a model because it tells you where I'm coming from, and indicates the need for change if Canadian manufacturers are going to cope successfully with the new world environment now emerging.

Canada's competitive ranking amongst OECD countries has already declined from 5th to 11th since 1981. — We need to improve it!

But there is no easy plan — no simple answer — we've got to get a lot of things working for us:

- an effective economic framework;
- the manner in which we handle new technologies;
- a conviction that Quality of every product, service and process will determine the success, if not survival, prospects for Canadian manufacturers;

and — *most important of all* —

- *the way we handle the people part of the equation.*

Competitive advantage, new product development, new markets, productivity, quality and profitability will all be tied directly to technology. The industrial winners will be those that seize and exploit technology as a corporate weapon. — The key ingredient in our ability to do this is *human resources* and the way we manage them.

Today — according to a survey carried out by the European Management Forum — we are apparently not doing very well. Of all the factors surveyed by the European Management Forum, Canada rated near the bottom of OECD countries in *motivation of the labour force*.

I suspect that one of the main reasons why we're not doing very well in this respect is because the way we work — the way we structure our management system — and the way we deploy and treat our human resources — is rooted in a concept developed at the beginning of the century.

At that time, productivity was a problem — and labour inefficiency due to poor management was diagnosed as the cause. The pace of work, selection of tools and methods used were pretty well left to the worker. There was no real factory system, and product quality varied with the mood of the worker.



"CERTAINLY THERE IS GOING TO BE MORE AUTOMATION, MORE ROBOTICS, MORE NUMERICALLY CONTROLLED MACHINES — BUT THIS DOES NOT IMPLY LARGE SCALE OR PERMANENT UNEMPLOYMENT."

— PRIESTNER

So Scientific Management — a concept that separated the brainwork from the musclework was offered by a "Guru" of the time — Frederick Winslow Taylor — as a solution to the problem.

And it worked — the productivity bottleneck was broken — assembly lines were introduced — North America became the world leader again in productivity and product quality.

But it *did* put brainwork into the office and created white-collar jobs for plant functions like planning, scheduling, layout and factory engineering.

Today, by comparison, we have made significant technological advances in our production hardware, we have a much more highly educated and better trained labour force, and yet we are using basically the same management system introduced by Taylor at the turn of the century. In other words, our management system — the way we work — has not kept pace with the technology of the times. We're still telling our plant workers to "Leave your brains at home and do as you're told."

We have been persisting with this archaic concept despite documented evidence that about 85% of the problems in any operation can be traced directly to its management system. James O'Toole in his book, "Making America Work" says that one major reason North American international competitiveness is poor — is the work environment designed by management. The employee is

just not encouraged to contribute his full potential.

I think we are just starting to recognize the need to challenge Taylor's principles and to put the brains back into the shop. I think we're also just beginning to recognize that this is going to change the way we work, and the way we train and treat our employees.

Certainly, there is going to be more automation, more robotics, more numerically controlled machines — but this does not imply large scale or permanent unemployment.

Japan is said to be operating more than 70% of the world's employed robots and yet their unemployment rate is less than 3%. We don't, and ours is double digit. Rather than *reducing* jobs, this kind of automation *changes the mix* of jobs. It causes a shift from labour-intensive operations to capital-intensive operations and from manual work to brainwork. The resultant productivity gains enhance the prospects for international competitiveness and based on the Japanese example — quality improves dramatically.

The stepped up use of robotics and flexible machining centres is ideally suited to Canada's needs. We do not have a large domestic market and so short production runs are a way of life in Canadian industry, and we are good at them. Flexible manufacturing systems and robotics will enable us

(continued page 17)

NEED AN ACCREDITED ARBITRATOR?

The Industrial Relations Committee has, as part of its function, the role of an Industrial Relations resource to the small business community.

A Labour Relations Sub-Committee of the Industrial Relations Committee has compiled a comprehensive listing and profile of accredited arbitrators used by Chamber members.

This listing is quite comprehensive and the individual profiles include education, background and experience, arbitrations chaired and, in some cases, areas of specialization.

A copy may be obtained by calling the Chamber Office at 522-1151.

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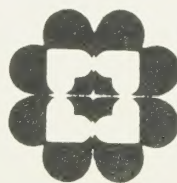


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VIEWPOINT

PENSIONS FOR POLITICIANS!



The
Hamilton & District
Chamber of Commerce

Mrs. Anne Jones, Chairman,
Members of Council,
The Regional Municipality of
Hamilton-Wentworth,
P.O. Box 910,
Hamilton, Ontario.
L8N 3V9

Dear Mrs. Jones & Members of Council:

The Hamilton & District Chamber of Commerce has reviewed the proposed supplementary Pension Plan presently under consideration by the Region and which has already been passed by the City of Hamilton.

The Chamber has corresponded to the City Council to voice our objections to the plan and we express our same concern to any similar action being taken at the Regional Level. Many members have criticized the use of public funds in this manner and would urge that the Region look seriously at the cost projections over the next 15 to 20 years. We are supposed to be in a period of restraint in public spending and this type of action would be contrary to such practice.

Our members also object to such a plan because it seems more generous than what is available in the private sector.

The Chamber has also made enquiries in other communities throughout the Province and are unable to find another municipality which has adopted a supplementary plan for their council members.

We strongly urge you not to approve such a proposal. We are confident that the taxpayers of our community would not consider this item to be a high priority in light of ever increasing costs of services of an *essential* nature.

Sincerely,

Alec Murray,
President.

MEMBERS MAKING NEWS...

- **OUR COVER PHOTO.** CANADA LIFE ASSURANCE CO. and THE CANADIAN IMPERIAL BANK OF COMMERCE recently announced a proposal to redevelop in two phases the bank-owned property fronting on James, King and McNab Streets in downtown Hamilton. The first phase will be a 16 storey office tower with 183,000 square feet of rentable space. Demolition and construction of phase one should begin in September 1985. Phase two will consist of another 16 storey tower and construction will begin after completion of phase one. Total cost of the project is estimated at \$38 million.
- **DON HARRISON** (D. C. Harrison & Associates Ltd.) is the President of Junior Achievement in Hamilton and district.
- **MIKE PAPPS** (Union Gas) well-known to many Chamber members, has accepted a position with the company in Chatham. He will be missed.
- **THE HAMILTON & DISTRICT HOME BUILDERS' ASSOCIATION** was recently awarded the "National Community Service Award" by the Canadian Home Builders' Association.
- **DON HILBORN, C.L.U.** (North American Life Assurance Co.) has been appointed President of the Hamilton Life Managers' Association.
- **FRANK TKACH** (Frank J. Tkach Barrister & Solicitor) advises all Chamber members with a Delta Secondary School background that the school will celebrate its 60th birthday Friday, May 31 and Saturday, June 1, 1985. Activities information is available by calling 549-3031.
- And while on the subject of schools, Hill Park Secondary will celebrate its 30th Anniversary that same weekend (May 31st - June 1st, 1985). It will be Homecoming '85 at Hill Park. To volunteer, register or participate call 385-3257.
- **R. J. (Reg) BURGESS** was recently named "OUTSTANDING PAST MEMBER OF JAYCEES INTERNATIONAL FOR 1984". All who know Reg knows he deserves this honour.
- **DAN MCLEAN** and **PAUL HANNAH** (McLean Hanna Studios Ltd.) have added so much new high tech equipment to their audio and video production house at 154 Sanford Ave. North, that they are creating Canadian firsts. As a result, they now feel they are the most cost effective house in the Niagara Area for the production of radio and television commercials, industrial presentations, album and 7" projects, audio for film, etc.
- **R. T. KELLEY INC.**, for more than 70 years one of our community's leading advertising agencies, is on the move to PARK PLACE. They will occupy the entire third floor in the building which was once the home of the Right House.
- **BRUCE CHADWICK**, the company President said it best: "this demonstrates in the most concrete way, the Company's commitment to the City of Hamilton." We agree. The move takes place mid-May.
- **BOB SUGDEN** (City of Hamilton Culture and Recreation Department) reminds all Chamber members that Wednesday, May 29th is FIT DAY. You simply do some simple exercise which will raise your heart-beat slightly then register at 526-4663. Last year over 100,000 of our people participated. There will be more this year. Get your employees involved.
- **STAINED GLASS OVERLAY (HAMILTON) INC.** is a unique Hamilton business with a very unique product. Their modern, stained glass, overlay technique costs less and evidently is stronger and more practical than the traditional stained glass window. The business is located at 553 Upper James St. (388-6467)
- And finally . . . congratulations to **CAMCO INC.** for being selected as the recipient of the Chamber's "OUTSTANDING BUSINESS ACHIEVEMENT AWARD". It is a well deserved honour. And our thanks to **PAT SMITH (ROYNAT INC.)** and his hard-working committee for a superb job in pulling the details of the award presentation together. Few will ever-know how much effort they put into the project.

- *If you or your business has undertaken an activity which would be of interest to other Chamber members, simply write it down and forward it to:*

**MEMBERS MAKING NEWS, PANORAMA,
THE HAMILTON AND DISTRICT CHAMBER OF COMMERCE,
100 KING STREET WEST, SUITE 830, HAMILTON, ONTARIO L8P 1A2**



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- ★ A NIGHT AT THE RACES
- ★ CAREER SYMPOSIUM AND DINNER
- ★ INTERNATIONAL TRADE BREAKFAST
Speaker: Stuart McInnes, Dept. of International Trade

PUTTING ENGLISH TO WORK

BOB FLETCHER,
Director of Marketing and Communication Services
Society of Management Accountants of Ontario

"THE ENGLISH LANGUAGE CAN ACTUALLY CONTRIBUTE TO IMPROVED PRODUCTIVITY AND EMPLOYEE MORALE."

Whoever would have thought that something as familiar to us as the English language can actually contribute to improved productivity and employee morale.

Well it can — when you have a multi-ethnic work-force. Let us not debate whether immigrants should take the trouble to learn our language; let's deal only with the realities of the situation: Many new Canadians do not possess a 'working knowledge' of English. In employment situations this shortcoming can impede two-way communication and inhibit the development of employees *and* their performance.

This article looks at one potential solution which has the attraction of being inexpensive as well as effective.

Community colleges are beginning to offer job related English language instruction for companies whose employees need it. In the Hamilton and Brantford areas, Mohawk College already provides the service to local businesses.

How does it work? According to Jim Jones, head of Mohawk's English As a Second Language (EASL) department, quite simply: "We have in place a program we call 'English in the Work Place' (EWP). Basically what we do is go in and survey a company's employees' English language needs — as they relate to the job each person does. The key words are 'needs' and 'relate'. We design a program that's *relevant* to that company's specific activities and personnel — *if* that's what the company wants. If preferred, we can take a broader 'communication skills' approach. We're completely flexible."

When Mohawk and an employer agree on the program's teaching objectives, the employer has the choice of instruction delivered in-house or at Mohawk. Employees complete the program, evaluation procedure which is used to gauge the initial success of the program. Some of the benefits of the program are that it is flexible and can be influenced positively or negatively — by other factors in the work environment. For example, if your employees gain a better understanding of what's going on — they can sit and walk out 'en masse', or they can participate in the program with a somewhat different eye! Happily, all feedback

reaching Mohawk to date has been very encouraging.

To appreciate why EWP is such a good idea, we should consider a scenario without it. A company might have a majority — or minority — of employees with a poor grasp of English, written and/or spoken. Either way you have a potential 'us and them' situation — between the employees and management, or among the employees themselves. The result? Low morale.

When a number of your people can't participate in two-way communication, they may not fully understand their jobs or their roles. The result? The seeds of corporate initiatives fall on stony ground.

Inability to understand the language means that safety signs and regulations may also not be understood. The result? Greater risk of accidents and downtime.

"WHEN A NUMBER OF YOUR PEOPLE CAN'T PARTICIPATE IN TWO-WAY COMMUNICATION, THEY MAY NOT FULLY UNDERSTAND THEIR JOBS OR THEIR ROLES. THE RESULT? THE SEEDS OF CORPORATE INITIATIVES FALL ON STONY GROUND."

Employees unable to communicate effectively will not be considered for promotion and therefore will miss opportunities for advancement. The result? Frustration and low motivation.

Add together low morale, poor response to corporate initiatives, poor safety record, frustrated and unmotivated employees, and you have productivity well below what it could be, plus a breeding ground for labour unrest.

It's not surprising, therefore, that colleges like Mohawk are finding a burgeoning marketplace for EWP type programs. If a better understanding of English can solve — or even contribute to solving — some of the problems referred to above, there is obviously a place for it in the already overcrowded field of human resource development. And one of the beauties of EWP is

that what benefits one side of the employment equation also benefits the other. Examples: If EWP contributes to fewer accidents, employees *and* employer benefit. If there's greater team spirit, *both* benefit. If management's plans are implemented in a more receptive and responsive environment, *both* benefit. Employees who understand their roles and have the same opportunity for upward mobility as their peers, are more likely to perform to desired levels.

Amcan Castings Limited of Hamilton thought some of their employees could benefit from a better command of English. They discussed EWP with Jim Jones who surveyed the situation along with another of Mohawk's training experts, Andy Jaunzems. Jaunzems subsequently delivered the program in-house at Amcan. Personnel

Manager Lesley Crowder has nothing but praise for the program and its execution.

"His (Jaunzems') manner was truly professional. It put our people at ease and encouraged their attendance and participation in the program. My impression is that the program has given the employees involved a better understanding of their jobs, better communication skills, and has increased their self-esteem."

The efforts of Jim Jones and Andy Jaunzems inspired Crowder's assistant, Sheila Darlison, to add, "We were so impressed by the fine work they did, we arranged for a second session of lessons. We'd recommend Mohawk to any company whose employees' English needs improving."

For many companies the icing on the EWP cake is that its costs can be subsidized through TIBI (Training In Business &

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Industry) grants under the Provincial government's BILD program. TIBI is administered through the community colleges, in this area by Mohawk. So you have the convenience of 'one-stop shopping' — arranging your training and significantly reducing its cost at the same time. Anyone interested should contact Jim Jones at Mohawk on 575-1212 ext. 3199.

As far as one can tell, EWP — designed to provide employees with the English needed for successful performance — is meeting its mandate. Because the program can operate at shopfloor level, it may also be attractive to Unions who feel they need better communications with their members. And a happier, more knowledgeable workforce is good for union, employer and employee. An added benefit for the employer (once again the employee shares the benefit!) is that improvements due to EWP allow greater flexibility in the deployment of the workforce.

So, as we started out by saying, it seems that you *can* contribute to improved productivity and employee morale by having EWP give your employees a better command of the English language. Who would've thought it, eh?

Career Symposium 1985

- HAMILTON CONVENTION CENTRE • APRIL 23, 1985 •
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The Economy

COST OF LIVING UP. The Consumer Price Index for January 1985 was 124.6, up 0.4% from the December 1984 figure of 124.1 and stood at 3.7% above the January 1984 level of 120.2. The foregoing figures are calculated on a time-reference base of 1981 = 100. The index for January 1985, based on the 1971 = 100 time reference period, was 295.2.

INDUSTRIAL PRODUCTION UP. The seasonally-adjusted index of industrial production increased 2.2% in November 1984 to 144.1 from the revised October level of 141.0. This figure is calculated on a 1971 weight and reference base.

WEEKLY EARNINGS DOWN. Average weekly earnings at the industrial aggregate level in October 1984 were \$407.37, down 0.6% from the revised September figure of \$408.99, according to a preliminary estimate based on a sample survey of reporting units.

UNEMPLOYMENT UP. In January 1985, the number of unemployed persons totalled 1,483,000, an increase of 167,000 from a month earlier. The number of persons without jobs constituted 12.2% of an active labour force of 12,165,000. The employment level in January was 10,682,000. The seasonally-adjusted unemployment rate for January was 11.2%, up from 10.9% in December 1984.

LABOUR INCOME UP. Total labour income for the month of November 1984, not adjusted for seasonal variations, was estimated at \$20,001.0 million. The latest figures represents an increase of 6.9% from the revised November 1983 level of \$18,718.3 million.

STRIKES AND LOCKOUTS UP. The time lost from the 172 work stoppages recorded for June 1984 amounted to 289,810 person-days, an increase from the 283,020 person-days lost from the 154 work stoppages during June 1983.

PROFILE

HAMILTON AND DISTRICT CHAMBER OF COMMERCE FINANCE & TAXATION COMMITTEE

Chairman:

Jim Watson,
Staff Vice-President,
Hamilton Automobile Club

Background:

Accounting, Finance, Administration

Education:

B.A., McMaster
Society of Management Accountants
Certified Association Executive

Experience:

Industry and Association work

Committee Structure:

The Finance & Taxation Committee represents Chamber members in a wide variety of issues of concern to business including comment on Federal and Provincial budgets; changes in legislative activity, including correspondence with various Ministers concerning taxation and accounting legislation. Within the Committee are sub-Committees including: Pension; Federal Tax; Sales Tax; Municipal Tax. This year to further represent our members and to provide more focus on certain issues new sub-Committees were set up including: Provincial Tax Committee; Small Business, with particular emphasis on the problems of small business and a Banking sub-Committee with Committee members available to discuss issues of a particular nature.

Committee Activities:

Included in the activities of the Finance & Taxation Committee in the recent past, present and future are the following:

- Seminar on the use of 1981 Census information conducted in cooperation with Statistics Canada.
- Property tax assessment seminars.
- Property tax assessment information articles published in PANORAMA.
- Correspondence concerning the City Council's deferral of Market Value reassessment.
- A greater emphasis in representing and assisting small business.
- Year-end tax planning checklist.
- Emphasis on pension reform proposed in informative articles and possible open forum to discuss pension legislation and reform.
- Article and representation to governments on energy tax for gasoline prices.
- Positions on government restraint at Federal and Provincial levels.
- Review of OHIP and hospital costs and user fee principle.
- Review of small business tax simplification and reduction of paperwork



As you can see by the committee activities listed, this Chamber committee is extremely busy and offers many worthwhile programs to the membership.

Above, Mr. Watson (Committee Chairman, left) questions then Finance Minister, Hon. Marc LaLonde, and below (right) with presenters prior to a recent seminar organized by his committee.



burden necessitated by the amount of government reports for all businesses.

- Position to assist small business in reinstatement of capital cost allowance and increasing cumulative small business income deduction for the lower tax rate to \$1,250,000.
- Review of minimum wages affecting tourism and hospitality industry.

- Informative articles to be published on grants available to small business and seminar to be set up in 1985.

Each year the Committee surveys members to determine their interest so that the Committee can most effectively focus their efforts to represent a wide range of members. The Committee welcomes input and assistance from any source on all of our activities.

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ADAPT OR DIE

“... WE ARE CONCENTRATING ON NOT JUST GIVING THE CUSTOMER THE BEST PRODUCT BUT THE BEST PRODUCT AT THE LEAST COST AND IN THE SHORTEST TIME.”

— PRIESTNER

to reduce set-up times by pre-programming machines to do several different but related tasks in succession without the loss of production due to “down time” or changeover time.

The old concept of having each employee perform one specific operation such as cutting, or drilling or deburring, will disappear. In its place will be a system where machines or cells of machines, aided by microprocessors, perform several functions at the same work station.

The new factory technology has size implications. It is possible to do what I am describing in small, as well as large, factories for many industries. The prime mover will be the employee. He or she will have to possess the skills and attitude to pull it off. He or she will have to be skilled and flexible — not only to be able to do several tasks, but to determine optimum workstation layout and establish efficient methods of work.

Already we are seeing groups of employees working without direct supervision, each using his or her skills to achieve departmental goals. Just as one example, Westinghouse has a small manufacturing plant in Texas employing about 300 people. There is no supervision, in the conventional sense, in this plant. Employees are grouped into teams of from 15 to 20 people, and each team is responsible for all aspects of the work assigned to it, including supervision. In addition, the jobs performed within each group are rotated on a regular basis thus giving each employee a much broader capability with respect to the over-all operation.

The productivity in this plant is significantly higher than that of a conventional type plant producing the same product — and production line defects are significantly lower.

And we will see a similar trend occurring

in offices across the country, with employees taking on an increased variety of jobs aided by the emerging computer and communications technologies. Office workers will tend to become generalists and, in so doing, will become responsible for more of the over-all function. They will also become more responsible for setting up their own procedures and monitoring their own performance.

In this type of environment, small group activities, sometimes called Quality Circles, will proliferate and they will provide the forum for workers to solve the problems and bottlenecks of the factory or office.

Our strategy is to instill a commitment to error-free performance throughout the entire organization, because we are convinced that superior quality of product and superior quality of customer service is the way to increased market share in today's competitive environment.

Now, you might ask what is so different about that. — Hasn't quality *a/ways* been an important factor in the marketplace? Of course it has! But now we are concentrating on not just giving the customer the best product but the best product at the least cost and in the shortest time. And this is where the holistic approach enters the

“IF OUR SOCIETY IS TO PROVIDE MEANINGFUL AND SATISFYING JOBS TO ALL WHO WISH TO WORK, THE CANADIAN INDUSTRY WILL SIMPLY HAVE TO BE WORLD COMPETITIVE.”

Well, that's a quick look from my particular perspective as to how we're going to change the way we work in order to meet the competitive challenges of the international marketplace. And let's remember, this is not change just for the sake of change. We really have no choice. Our competitors are world-wide, they have access to the latest technologies, and they are export oriented. If we can't be competitive in this sort of game, then there's not much point being *in* the game.

There is another important aspect of this change which is taking place as we adapt to the new environment — and that is our approach to quality. We are now beginning to treat quality as a basic strategy to be attacked in an holistic manner. Let me explain.

picture.

During my early days with the Company, I remember the term quality was usually applied to the end product — and it was measured by how close you came to meeting the specification. Failure meant someone else had “dropped the ball” — the designer — the manufacturing engineer — the line operator, the inspector — or even the foreman. So why should I worry about it?

Well, today we're trying to change that attitude at Westinghouse. Our people have concluded that quality isn't just a Rolls Royce-type end product — something to be inspected in at the end of the assembly line. We believe that the term “quality” must apply to each individual job in the Company — Do the right thing and do it right the first

time. Always have the customer in mind — and his need for the quality product — at the least cost — in the shortest possible time.

We're trying to make quality a way of life for our employees — and the result is more interesting and challenging jobs for everyone. We're also trying to do it in a way that lets the employee see how his or her very important contribution fits into the larger picture.

I wish I could tell you that we have this new approach in place throughout our organization. Far from it, but we have recognized the need for it. We have made a start and we can point to some pretty successful pilot projects. I predict that this new approach to work will be part of our Company's corporate culture for many years to come. Quality will be our umbrella value.

There is one more point to consider. The new working environment as I've described it is obviously not going to come about automatically or easily. It will require a concerted and cooperative effort by all parties to ensure that future employees get the right training, and existing employees get the right training, and existing employees get the right kind of re-training.

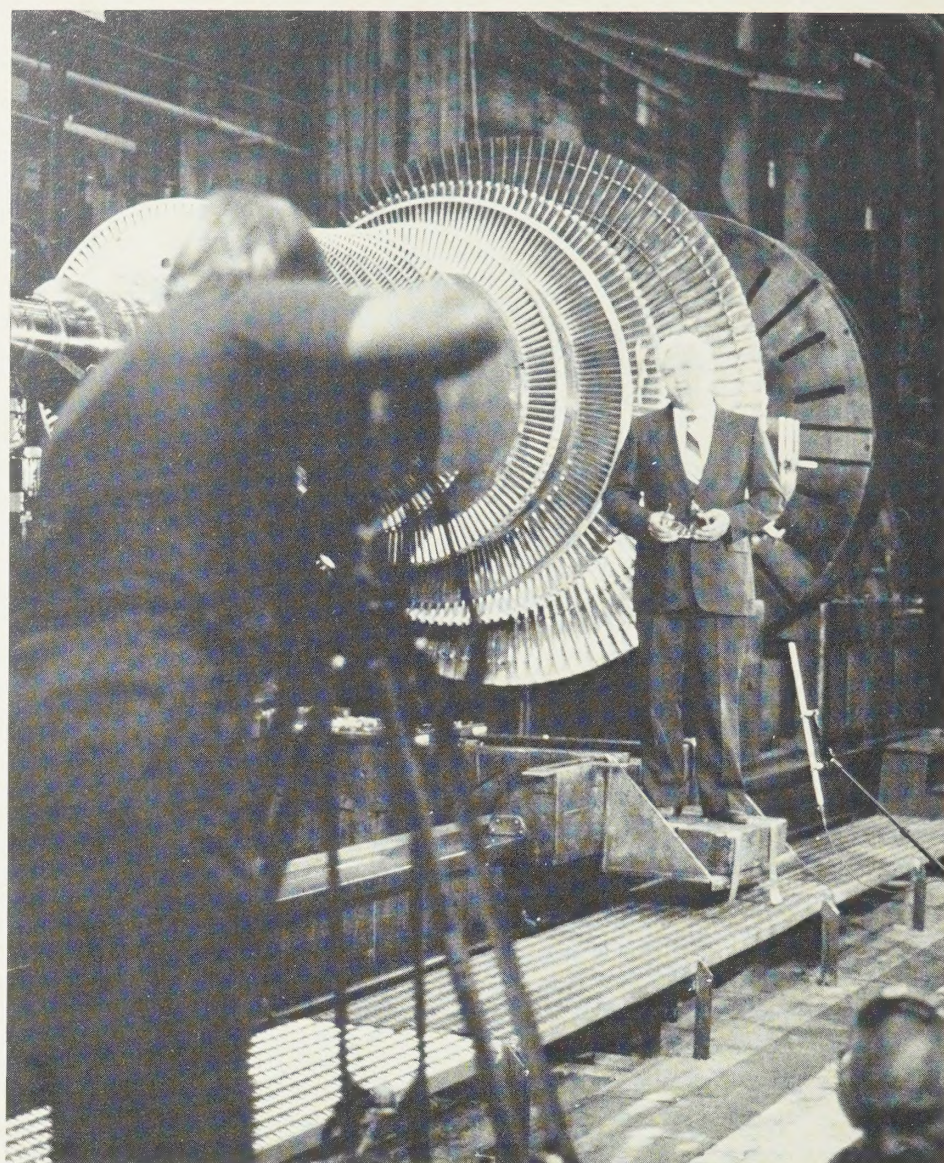
Given the new industrial technology which is emerging and the change it is bringing to the work place, the manner in which we develop and use our intellectual capital will be the most important single factor determining our international competitiveness — or lack of it. More and more we are going to be competing on the brainpower of our work force as we move away from the "do as you're told" mentality of the past.

Training is the key, and here industry has a major responsibility. It must take the lead in identifying its future needs in terms of product, operating methods and people skills. It must then convey those requirements to the educators and cooperate with them in designing programs which will fill their needs.

But it is not just the blue collars and white collars in the work force that we should look to in order to increase our competitiveness. Our lagging productivity, in a very real sense, rests squarely on management's shoulders. So, an even more important aspect of using our intellectual capital more effectively is getting management to realize that their approach to managing and their operating philosophies are no longer appropriate for the changing values of today's workers.

In a recent study, it was found that managers were no closer to understanding employee motivation than they were 35 years ago. An identical motivation-based questionnaire administered in 1946 was re-administered a couple of years ago. As in 1946, managers still said good wages were the primary motivator for employees.

Yet the new employees who have been entering the labour force over the past two decades are more highly educated, have a



Mr. Priestner recently participated with other business leaders from Hamilton-Wentworth in the Regional promotional film "TALK ABOUT A GREAT PLACE." Above he is shown shooting his segment beside a steam turbine for which Westinghouse is world famous.

vastly different set of social values, and are bringing with them the desire for a working environment which will challenge their skills and allow them to participate in a broader range of activity.

Management, however, continues to operate within an organizational structure which divisionalizes labour, minimizes skill requirements, isolates workers from other areas of activity, discourages innovative thinking, promotes disloyalty and separates the worker from management by several non-productive layers of supervision. To say there is a gap between the expectations of employees and existing management practices, is putting it very mildly indeed.

I don't mind admitting that, as one who has operating responsibility for a large industrial multi-national subsidiary, this gap bothers me, particularly when viewed in the context of how important the employee's attitude and training will be in raising our competitiveness to world levels.

If our society is to provide meaningful and satisfying jobs to all who wish to work, then Canadian industry will simply *have* to be world competitive. But, in order to do this, we have to change our traditional methods of education — and training — and work habits — and managing.

Well, this brings me right back to the title of this article — ADAPT OR DIE. Based on the things that are starting to happen in my Company, and in others, my prediction is that we *will* adapt.

MR. PRIESTNER ORIGINALLY
DELIVERED THIS ADDRESS
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